

The Role of New Technologies for the Human Resources Management:

a preliminary study

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The present study *The Role of New Technologies for the Human Resources Management: in which way the new technologies could influence the increase of people's retention, the decrease of turnover and the management of internal marketing?*, aims to verify, through the analysis of the sales field, to demystify the strategies that are being used, in a technological era, to achieve organizational goals regarding employee satisfaction and, by other side, employee turnover. Given the quick changes in technology in the past decades, technology has had a dramatic impact on Human Resources Management, and as technology evolves it is likely to move the field in some very new directions in the future. The world has experienced a cultural, societal and economical changes based on the increasing dominance of digital technologies. In sum, these changes have led to the current period called the *digital age* or

digital era. Digital technologies play an increasingly flagrant role in both the lives of employees and Human Resources Management, which seems to be affected in multiple ways. This special issue focuses on the impact of these changes on Human Resources Management, in relation to changes to the workforce, to Human Resources Management in general and more specifically to the use of technology in delivering HRM activities.

New Technologies have created a new generation of employees and the organizational structure has changed. In this perspective, New Technologies enable not only greater integration and flexibility, but also the ability for employees to have a greater share of voice, ability to analyse, select and critically evaluate information in order to investigate and solve work-related problems and, also, to develop a collaborative knowledge base while engaging in organizational practices within an organizational context. Along with the technological changes and advancement of the Internet has emerged a concept that is called *e-HRM* (electronic Human Resources Management) which is defined as a term that covers all possible integration mechanisms and contents between Human Resources Management and Information of Technology, valuable for targeted future employees and managers (Nenwani & Raj, 2013). *e-HRM* uses information technology in two ways: Firstly, technology is necessary to connect people who are usually segregated in different spaces and exists enable interactions between them, in this way technology is serving as a medium with the aim of connection and integration; Secondly, technology supports all the people involved completely, replacing them in the execution of HR activities.

Sales field is challenging indeed for the Human Resources Management. Adjacent to the persistent hiring of people by these companies, it is a reality where the search for a job and the difficulty in obtaining it, has caused several people to look for alternatives, most of the times temporary where they could obtain a salary, even if it is not the job they most desired. In this field, companies have several places with immediate entry, however companies are willing to invest in the new employees but, by the opposite, employees do not believe in the organization, results in a huge challenge for Human Resources Management and Internal Marketing. The retention of employees in this area is something that companies are struggling with, so it is necessary to plan and implement a successful and sustainable strategy in the short and long term: "Without a good and well-functioning internal relationship, external customer relationships will not develop successfully. Managing employees – on all levels – is a true of managing an organization" (Grönroos, 2011). Further on this study, it would be

possible to establish de determinants of job turnover, the strategies developed for employee retention, and the Internal Marketing practices such as communication, empowerment and Job embeddedness “highly influences whether an employee intends to continue with the current job (Holtom et al., 2003; Shafique et al., 2011).

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